
APPENDIX C: INTERNATIONAL STUDIES AND COLLABORATIVE MANAGEMENT PROGRAM

INTRODUCTION

The International Studies and Collaborative Management Program (ISCMP) is the NMSP program to assign or detail staff on international assignments. This program is geared toward the leadership and senior staff of the NMSP (the Sanctuary Superintendents, Division Chiefs, chain of command, and other senior personnel) to build collaborative international partnerships and provide opportunities for the leadership to enhance their management skills. Specifically, the program will place leadership staff into international settings for periods of three to twelve months; each assignment will be specially crafted to take advantage of the staff member's individual expertise, fill particular needs of the international partner, produce tangible outcomes, and minimize the resources necessary to support such an assignment. The Director of the NMSP will have final authority to decide on proposed international management collaborations.

PROGRAM AUTHORITY

The NMSP has a mandate to cooperate with other governments and global programs in the protection and management of marine areas (National Marine Sanctuaries Act, sections 301(b)(9) and 305(c)). Protected area programs from other nations also offer a great deal to the ONMS in terms of ideas, experience, and expertise in integrated coastal management and marine protected areas (MPAs). Furthermore, the National Oceanic and Atmospheric Administration (NOAA) and the National Ocean Service (NOS), who administer the NMSP, envision an increased role in global leadership in integrated coastal and ocean management.

The NMSP has always strived to provide training opportunities for all of its staff as summarized in its official training policy: to support and encourage training, skill-building, and continuing education for all of its employees, including both GS employees and contractors, for their professional growth and in anticipation of the future evolution of the program (NMSP's Training and Continuing Education Policy, 2002). This is particularly true for the evolution of NMSP's leadership. The overriding goal is to ensure such staff has the necessary tools and personal energy to serve as effective trustees for the nation's designated network of marine protected areas, to broaden management skills and perspectives, and ensure the succession of new leaders.

PROGRAM BENEFITS

To be effective stewards of the NMSP, Sanctuary Superintendents and other leaders work with a huge array of partners to deliver the necessary services expected by local communities and the broader nation. Examples of these partnerships and collaborations exist throughout the nation, and include research partners, community groups to disseminate information to the general public, educational partners to aid with education missions, non-governmental organizations who share the vision for managing coastal resources, and most commonly, with governmental agencies, such as state resource managers and local municipalities. The NMSP also works closely

with NOS's International Program Office (IPO) in numerous projects.

Because marine protected areas exist around the world and because of the NMSP's international mandate, the NMSP has and will continue to have effective partnerships with IPO and with other nations who manage similar MPA programs. Many short-term exchanges (lasting usually for a few days to several weeks) have occurred between the NMSP and other countries, such as South Korea and Australia, in the past few years. Full scale international collaborations would be greatly enhanced with concentrated, focused outreach, exchange and group effort that can only result by placing NMSP leadership in other countries for extended periods of time.

As discussed above, the NMSP has always strived to provide training opportunities for all of its staff, including effectively training its leadership to best serve as trustees of the nation's marine protected areas. A number of managers have been placed into NOAA's Leadership Competency Development Program, and other leadership training opportunities. However, site and branch managers often have a difficult time participating in these programs due to the distribution nature of the sites and the ongoing, daily demands of managers. Enhancing existing competencies and building new skills in integrated coastal and MPA management efforts is difficult under such conditions, and one or two-day seminars and conferences simply do not provide the depth of information or experience that is needed. An extended international assignment for a Sanctuary Superintendent, Regional Superintendent, or Division Chief will also allow an existing staff member the training opportunity to serve as acting superintendent or acting division chief, thereby compounding the growth and training benefits of this program. This natural consequence magnifies the NMSP's and NOS's ability to develop its leadership for the future.

Daily site and national program management responsibilities are also extremely stressful; the NMSP has found that after many years, leadership can benefit from temporary opportunities and assignments to rekindle the passion necessary to be effective managers. These concepts are familiar to other site-based management programs, such as the National Park Service, U.S. Forest Service and Bureau of Land Management, who respond by rotating site managers every 2-5 years to new sites to provide new perspectives and opportunities for managers, and new ideas and energy to the sites being managed.

PRIMARY PROGRAM PRINCIPLES

The NMSP will place site and headquarters leadership with international partners to meet program and NOS objectives and provide management training opportunities. Principles of assignments will include:

Partners are identified in advance of an assignment;

- Goals, expectations and outcomes are identified in advance, yet refined during the manager's time in the partnership to stay flexible and responsive to host programs;
- Costs of travel and reasonable expenses will be covered by headquarters or site funds, or a combination thereof, and expenses will be minimized where possible;

- Availability and duration of assignments would be subject to the availability of funds to support such projects;
- All assignments must result in concrete outcomes and products such as long-term exchange partnerships with other nations/programs, publications, web site updates, written reports and internal and external presentations and training seminars upon return;
- Leadership staff will be eligible to seek an International Management Collaboration assignment after working in good standing for the NMSP for at least five years, and will not be eligible for a second until at least five years have elapsed since completing a first assignment;
- The NMSP international staff will work closely with NOS International Program Office to identify and cultivate international collaboration opportunities and strategic needs;
- “Acting” site or branch managers will be identified from within the NMSP, with the replacement(s) for the manager involved in a collaborative assignment coming from within that manager’s site or branch to further magnify the training benefits to the program and personnel;
- The NMSP will have no more than one manager involved in a collaboration assignment at a time, except for brief periods of overlap; and
- The NMSP Director has the discretion to approve each assignment and the details and expectations of each.

PROGRAM IMPLEMENTATION

The initial assignment under ISCMP has been completed. The Superintendent of the Monterey Bay National Marine Sanctuary, William J. Douros, was detailed for a six-month assignment in Italy. Mr. Douros worked from the Aquarium of Genoa concentrating on four core program areas that expanded the NMSP’s knowledge base for managing marine ecosystems and expanded outreach and collaboration possibilities to our growing partnerships in Italy and the Mediterranean Basin. A report of his experience has been prepared and distributed.

Any subsequent ISCMP assignments will be made based upon the factors above and on information provided via the following application. Applications, or any questions concerning the ISCMP program, should be directed toward the International Coordinator.

ISCMP APPLICATION

The application will be attached electronically when the International Action Plan is placed online. Reference Attachment C1: ISCMP Application online.